

SPECIAL COUNCIL MINUTES
AUGUST 12, 2015

The City Council held a meeting on Wednesday, August 12, 2015, at 3:00 p.m., in the Council Chambers, 10 North Main Street, Cedar City, Utah.

MEMBERS PRESENT: Mayor Maile Wilson; Councilmembers: Ron Adams; John Black; Paul Cozzens; Don Marchant; Fred Rowley.

STAFF PRESENT: City Manager Rick Holman; City Attorney Paul Bittmenn; City Engineer Kit Wareham; City Recorder, Renon Savage; Finance Director Jason Norris; Police Chief Robert D. Allinson; Fire Chief Mike Phillips; Economic Development Director Danny Stewart; Public Works Director Ryan Marshall; Events Coordinator Bryan Dangerfield.

OTHERS PRESENT: Barbara Imlay, Wade Grimm, Robin Haight, Craig Isom, Terri Hartley, Corey Baumgartner, Kip Hansen.

DISCUSS CITY'S STRATEGIC PLAN: Mayor – this process started over a year ago, we have had a number of public meetings and we are to a point where we would like to get a plan adopted and in place. With that in mind, we were going to have this meeting to all talk together about the plan, Department Heads can be here and we can eventually get the plan in place to guide decisions. You have two different documents, one is our strategic plan we have been working on, (attached as Exhibit "A"), it is a big broad view that will be the guiding document, usually updated every 5 years. The second packet is the department goals that came from the budget, (attached as Exhibit "B"), this is the what the city will be and this is how we will accomplish things, it is the fluid document that we will update year after year; where we are as a city and the goals that get to the 5 strategic plan goals. There was concern that the plan was too broad, that was on purpose so we could narrow it down on the department goals. If the plan is to specific it won't last more than one year; the goal sheet will be the more specific how we want to accomplish the 5 broad goals.

Rick Holman – when we go through our annual budget process, departments are asked to submit mission statement, goals and 5 year capital and personnel plan. The Strategic plan is overall goals on what we want to accomplish and why, and each year the departments provide specific information in a proposed budget and a 5 year capital plan, so they have determined long term goals. It has been suggested that we do something more specific, so we took the goals from the budget and suggest this is an addendum to the Strategic Plan and we can approve an updated addendum each year. The five year is still available in the budget information. Marchant – we want to make sure things are harmonious. Rick – at the end of the fiscal year the City Manager does an evaluation on the department heads each spring, the goals will be part of that evaluation and we will report that to the Council. Mayor – this way we can say these are our goals and this is where we are on achieving our goals so it is more transparent to the Council and the progress on achieving all of them.

Rick – this is a proposed draft, attached Exhibit “B”. You can ask the department heads any questions at this time.

Mayor – there has been concern about it not being specific, we want a document that will be a road map, and the pattern giving both together will give the road map and the specifics by departments and the goals can be reevaluated, some will come off and some will be added. It will be a working document. Rowley – with this we have the framework that we can always move forward. Mayor – we will have goals organizationally broke down by department. Do you have concerns or questions on the main strategic plan? If not we will go through the department goals.

Craig Isom – I am interested in strategic planning aspect, you answered some questions saying it is detailed by departments, the top level is too broad and it needed to grill down. Encouraging economic growth, you have had me here before pitching the Chamber of Commerce and I would like to see a partnership with economic development through the Chamber and SUU business development. Infrastructure I was interested in broadband development, when I looked briefly I didn’t see specific goals in developing private/public partnership for broadband and I would encourage that. I look at it as high tech start-ups; I think it should be detailed. I also wrote the brand development, how we want to be perceived and how we want to market that. Maria Twitchell is keen on that and I would like to see specific goals. Marchant – we have been working on that for about 3 years and we see where we are and where the University is and we may be able to work together. Craig – I want to see that all partnerships are involved.

Rowley – some of info in the 2015-16 documents is very expensive, is some budgeted? Mayor – we want to look at it and do a cost benefit analysis and what makes sense. Rowley – some are in the budget is that correct? Rick – some were in the budget, some are funded and some are not, if not funded it was still a goal. Mayor – things we want to keep on the radar, the goals can carry on for more than one year.

For the department goals, refer to Exhibit “B”.

Airport – Rowley – what is qualify for regional jet service, don’t we already? Ryan Marshall – in order to maintain our \$1 million entitlement we have to maintain our enplanements. Rowley – is what SkyWest does qualify for regional jet service? Ryan – yes but we want to eventually expand to other areas. At the last AA conference the runways were not large enough; they want to step up to the next size so we want to plan our airport and runway for that. Rowley – what is the largest product that can land? Ryan – I don’t know for sure, I think we have 727’s. Mayor – last week Salt Lake International closed and they had to divert a plane to land here. We want to be an airport that they continue to look at and we hope to eventually have more planes each day. Black – can we find out what aircraft we can land? Ryan – that is part of the study that we are in the process of doing right now. Rowley – if we added onto the runway would we go northeast? Marchant – the problems we encounter is the tankers cannot fly out with full load because they don’t have enough runway. Kit – we have had 757’s land

here, we had one during 911 and also some Charters, Mark Cuban's 757, that is about the largest plane. Mayor – is there anything that needs to be added? Rowley – the Airport Master Plan entails a lot. Ryan – we are in the process with GDA and it will be about 18 months to get that product. Marchant – we are restricted by the FAA also. Rowley – the facilities is what you are talking? Ryan – we will have to acquire some land also for the BLM.

Mayor – I want to keep in mind that we want to get through this portion by 5:00 p.m. so we can have a break before the Council Meeting.

Aquatic Center – Rick – I have visited with Chris about the goals, the last one is to evaluate energy efficiency opportunities, and we have discussed this with the chillers. Cozzens – Dallin Staheli is still researching that and will have information at the next P&R Board meeting. Rick - #3, they are adding an additional dance class for the use of the rooms, we are trying that this fall during recreation activities and we will see what the popularity is. Cozzens – to increase revenue we need to capitalize on concessions during the YETI Season we can make some money. People don't want to take their skates off. Rowley – does anything need to be added to the rooms to make them more appealing? Mayor – at Bryan's previous job one thing he did and we have talked about, he helped create the marketing the facilities, we have brochures, info on line, etc. for all the city owned facilities including ball parks. Rowley – what we can do for you. Mayor – going off of that idea, you will see this because we want to get out this is what we have, the size of the rooms, and layout the friendly user guide to all facilities. Rowley – do we add to that the number of motel rooms? Mayor – no, just the city facilities that can be utilized. It also helps all of us know what we have at all the different locations. We want to have Bryan duplicate what he has previously done. Bryan Dangerfield – we would have two things, one that shows all the assets for sale for rent and then a larger one with all the assets that include commercial property which includes motel rooms, it includes restrooms, playgrounds, drinking fountains, etc. Mayor – that is what we would like to see done. Marchant – it is important for people in town to know what is available. Rowley – such as the stage rental that was used for the temple ground breaking. Black – is anyone doing feasibility study for a child area? Rick – not in detail, but was originally and Jen was involved with that and is sensitive to the possibility of having more memberships if that was provided. Black – we also need to look at liability exposure and staffing. Rick – we can get that information from other facilities.

CATS – Ryan Marshall – the goals go back to the comment Mr. Isom made. We realize the marketing of the system is not clear. We are looking at what can be done with the tight budget and brand ourselves in the community. We are looking at changing our sign to differentiate us from the senior bus. We also want to work with the college and the apartments. Black – what is the legality of advertising CATS on our city vehicles? Paul – we can advertise what we want. Mayor – there has at one point been advertising for people to purchase ads on the buses and they are revamping that as well. Paul – we may want to look at that, our sign ordinance says no off premise advertising. Maybe we should reevaluate our sign ordinance. Black – even getting with the hotels, motels and eating establishments. Ryan – we have areas to distribute maps for our routes.

Cross Hollows – Mayor – we want to look at paving and lighting out there. Also do a marketing strategy and the fee schedule we asked Larry and Nate to look at our fees for different type of events and compare to other communities to see if it is in line with how they are marketing and promoting to see what different facilities are doing throughout the area.

Economic Development – Danny Stewart – a few minor things we would like to clarify on the second item, Port 15 is our number 1 go to, but we do have other areas with rail access that will be included. We mention infrastructure broadly, I would like to restate some of that to support growth. The rest are what we are focusing on. Black - #4 we are doing a lot with solar, we need to take care of impacts with solar. Danny – most of those projects are in the County. There may be things in the future that we will be appealing. Black – billboards on I-15 is critical. We only have 1. Danny – we have received bids for most of those, we will reword to keep it updated. This is for the north and south entrance. Black – what about I-15 billboards? Danny – we will work with Tourism on that. We have advertised events in southern California for Fire Road. Black – I would like us as a city to see about billboards. Danny – you mentioned in working with the University and Maria, but outdoor advertising is important and can benefit us if done the right way. The Chamber Board of Governors are looking at doing something on the entrances and we can coordinate with them. Black – we need to expand that. Rowley – yes, about 50 miles out of town. Cozzens – have we had any feedback on the Golf Billboard? Rick – yes, billboards are a significant investment. If we want to go that direction we need to evaluate how. Marchant – we want them off I-15, get them into town and see what we have. Danny – I will look into that, I have had that discussion with Maria before. Marchant – investigate every source of revenue possible. Danny – it has been helpful in the past when we did that for Fire Road. Rowley – some of the billboards are so old; I think we could get a good price. Danny – RFP's are back, we have asked for more information and they are just coming back. Mayor – to continue to recruit events, we don't have specific event goals, but we will set down and work with Bryan and get those established.

Engineering – Kit Wareham – GIS lets you store all information and track it on one system. We are limited on time to keep it current, so it is mainly the infrastructure, I can click on water and sewer systems and give you information, and it is very valuable. We have been working on it for nearly 20 years. Black – can we expand to the parks division for shut off valves? Kit – we have some of that information. Rowley – what is the degree of accuracy? Kit – plus or minus a foot, some things are scaled in without accurate survey shots. We have a good water model that we want to expand to storm drain and sewer. The biggest thing is to get the projects budgeted in the year out to bid and constructed. Developments begin reviewed and through the process to satisfy the developer and protect the City. Mayor – we will add some to the engineering section.

Fire – Mike Phillips – these are broad goals, ISO (Insurance Services Offices) covers everything we do and the ISO ties back to Economic Development. Rowley – is the 90% a typo? Mike – no, we are changing how we respond and that will be done by October

1st. It changes how we do things. Black - how significant is the insurance from 4 to 3? Mike - it doesn't affect residential, but it does the big business, that is one of the first thing companies asks when they are looking at Cedar City.

Fleet Maintenance - Mayor - this is the one you heard about time and time again about developing and implementing a fleet maintenance policy as far as what point to we keep, repair, etc. Marchant - the good part is when we can compare with each department and share. Ryan Marshall - we have never had a comprehensive report that shows all vehicles, each department has done their own. This puts it all together, it will be expensive, but we have got everything together. It bought some great information to light. Rowley - do we get much efficiency manufactured by the same company? Ryan - it is not as bad when dealing with smaller vehicles and diagnostic equipment. When you get into the larger equipment that is when it makes a difference. One other that is not on here is to expand our capacity and capabilities out there, we are working out of an old storage compartment, you can't get large vehicles on a lift. We want to transition out to the shell we had built by federal funds. In the winter we pull equipment out so the street vehicles can be inside. We want to have a space that they can use for larger vehicles. We want to go away from in ground lifts and go to mobile and it gives you more flexibility with the bays. Rick - the building was designed for a crane.

Golf Course - Rick Holman - part of the budget was to do irrigation replacement around the greens and you made it clear that you wanted a master plan. Also they were able to get RAP funding to extend the patio to the east. Marchant - esthetics out there has improved dramatically.

Heritage Theatre and Festival Hall - Mayor - this is now under the Library, the three goals is the marketing, we need to get the information out and more available. Also the long term maintenance and we have discussed a number of times. Black - we discussed the County about long term maintenance, have we heard back? Rick - Mayor Burgess asked for money and they were more comfortable with projects. Mayor - this is only for the Festival Hall portion.

Legal - Paul - when you look at what we do it is very broad, we are a service entity, we service the Council and other departments. Rowley - I appreciate your timeliness on things. Marchant - do you have what you need? Paul - we are fortunate not to ask for cars, etc., we need computer equipment and research tools.

Library - Mayor - they wrote a grant for the self-check-out process and it is a matter of getting it implemented. We also need long term replacement and repair of everything.

Parks and Outdoor Facilities - Rick - we talked a few times about an updated master plan, it was not budgeted but we want to keep it in front of you, the last one was done in 1999. You also approved a new office for the Cemetery, we are working with an individual at the University to help us beyond what Austin and Craig could do. Cozzens - I talked with a lady was out there and thought it should just be remodeled. Rick - it is both an office and mechanic shop. Marchant - it would cost more than a new building.

Mayor – it will not be a Taj ma hall, just something nicer for people to come it. Rowley – I went out with Tom Jett and it would be better to start over. Cozzens – will you connect the buildings? Rick – no it will be at the south end, easily accessed. Craig and Austin will have offices there, the others will meet at the existing building. Long term we would like a combined facility maintenance building for the Parks and Golf Course at one location. Black – we should look at 3 controllers, identify parks. Look at the City Park tree program, also some areas in town to convert to synthetic turf.

Police – Bob Allinson – we left off Animal Control, we have 3 goals, most are to deal with domesticated animals and a new facility. PD – on each goal we have 3 or 4 strategies to handle those. We want people to travel our streets in safety; our biggest goal is #2. Technology is always big because of changing technology. We are constantly looking at data for crime trends and then direct patrol in those areas. Rowley – you do some public outreach to build the community trust, I don't see any wording that should be written is that foster and improve community relationships. Mayor – it is in the main strategic plan. Bob - #5 addresses that as well. Marchant – I would like to be in a position to know all the officers, to call them by name, the picture with hats off was a big improvement. Bob – it goes two ways, they would like to know what you do. Cozzens – this emergency system with the missing child, that was extremely effective. I can see where we should be careful not to abuse that. When we were talking about using it to call and tell people not to water their lawn that should not be done. Mayor – we had thought that through and decided it would not be a good idea.

Recreation – Rick Holman – Jen has done a wonderful job, met with all the groups, I have only heard good comments. She has the right direction and made some good changes in the programs. Black – that first bulletin point expand that to a survey, I think we might want to look at pickle ball.

Wastewater Collections – Ryan Marshall – most of our goals are focused on preventive, they divide the city and camera a section each year and try and catch issues before they happen. Some older lines need to be replaced. We are trying to work on in the budget to get a main line on the west side of town to take usage off the Airport line and get a line out west and it would allow for expansion in the west valley. We started with the first phase to take usage of lift stations. Cozzens – where are we in the budget for wastewater? Ryan – there was redistribution between collections and treatment plant. Cozzens – do we have the funds to do the line without bonding? Ryan – yes, but it is more coordination effort so it will take 2 or 3 phases. Rowley – do we have a camera small enough to get in every line? Kit – our normal line is 8" or above but we have a few that are smaller. Rowley – do we need to get one? Paul – is it better to get rid of the lines or buy a camera. Ryan- the west line it will get rid of two or three lift stations. Kit – I think eventually it will get rid of 3, this year we will get rid of one. Robin Haight – what do they do with the information the glean from the running the camera's through the lines? Ryan – they are stored on a hard drive for the lines. The SCADA system keeps and stores all the information. Black – does that require a GRAMA request? Paul – it is public information, but they can view it at the Collection office and burn a CD.

Treatment Plant – Ryan Marshall - the goals are for federal compliance. That is where our focus is, federal and state requirements and the completion of the nitrate program. Black – when does that have to be done? Ryan – I think 6 months after the completion date. Kit – yes that seems right, the completion date is in September. Ryan – we also have a goal to look for opportunities to use the effluent water for ground recharging, selling, etc. it is hard to economically justify.

Solid Waste – Ryan Marshall – they are on the service, getting to can replacement and repairs. We have run out cans at the end of the year. Cozzens – we have had amazing staff in this area, my wife mentioned that she forgot to take her can out and they honked and she ran it out. Ryan – they try to be accommodating. Rowley – can we add to have a meeting with Council and County on the landfill and what money they have set aside to close that one and open another? Black – they are only putting money away to close it. Ryan – also how we pay will be addressed.

Storm Drain – Ryan – making sure we clean out detention ponds and storm drains. If we see weeds get it cleaned out. Cozzens – we had trouble a few years ago. Ryan – our employee that did that left, it was nice to have him. Black – is there a regular schedule? Ryan – I don't know, I know Jeff has that information in his head. Rowley – what became of the plan to help Mr. Heaton to upsize the line? Rick – they were going to get a committee together. Mayor – part of the problem is the irrigation water was still on that day. Rowley – Kit mentioned that they were going to upsize a line. Ryan – we want to evaluate flooding potentials and try to mitigate that. Black – do we have a problem with were we take the silt? Ryan – there is not a federal requirement. The stuff helped out the cemetery. Kit – the budget item to upsize that line did not get approved.

Street Division – Ryan – the biggest is to maintain the streets in the 7 areas, the asphalt has a 7 year life, and if we don't do rehab the water will get in and freeze and break it apart easily. We do crack seal, level and chip seal. Rowley – would it be less work if we made it a 6 year thing? Ryan – 7 years seem to be the optimal time and the money works better, we use C-Road money. Also we do not do the oil, we contract it, so we get the guy to go ahead of the chipper 2 weeks in the spring and 2 weeks in the fall, other than that we do fog, or overlay or crack seal. We are limited on what we can do because of that. Rowley – there is only one guy? Ryan – no, only a couple. Rick – we bid that out. Ryan – we are looking in the future about bad streets that need total rehab, we are looking at ways to fund that in the near future. Black – spring clean-up are we able to meet that? Ryan – yes, I get complaints from Jeff. We get more complaints each year from PUD's and places we don't pick up and then people putting stuff out after we have gone by. Rowley – it is a wonderful thing, I hope we can continue that. Marchant – we need to reemphasize what cannot be put out. Mayor – it is in the newsletter leading up to it and it is on the website. Rick – it is a service started years ago in a small community. A future council will have to make a decision on that. Rowley – also you could set up dumpsters in various locations. Ryan – also we take the stuff to the Bulloch Pit, that is why we don't take everything. If we use dumpsters we would get stuff we don't want.

Water Division – Ryan Marshall – there are specific goals, the Coal Creek Project, SCACA, Quichapa Well will be an extensive process, we need to re-drill or retrofit what we have. Cozzens – I would like to add looking at tying the systems with CICWCD lines. Ryan – we need to look at expansion, our current tanks do that, but for emergency situation that may be what we do. Cozzens – eventually when we bring in west desert water that will have to happen. We need to continue those meetings, looking at tanks and if we build together with Enoch.

Mayor – that is where we are going, can we put this on the agenda to be adopted with the goals as an addendum.

ADJOURN: Councilmember Black moved to adjourn at 4:50 p.m.; second by Councilmember Adams; vote unanimous.


Renon Savage, MMC
City Recorder

Cedar City Strategic Plan
"DRAFT"
July 27, 2015

MISSION

Cedar City is dedicated to building on its rich heritage by being responsible stewards of community assets. The City staff and elected officials will provide innovative, reliable, efficient, transparent, and courteous services as we fulfill our responsibilities with dignity and respect to our citizens, neighbors, and visitors.

VISION

Cedar City will be known for its safe, friendly atmosphere, educational and cultural opportunities, sustainable and strong neighborhoods, and economic opportunities allowing individuals, families, and businesses to prosper.

VALUES

Respect: We acknowledge the diverse contributions and needs of all members of our community.

Stewardship: We prudently and efficiently manage financial and human resources, while promoting a safe, sustainable environment.

Integrity: We foster the highest ethical standards in our decisions and actions.

Innovation: We seek improved methods for providing desired services now and in the future.

Family: We design and provide services and facilities that enhance a safe, family-friendly atmosphere.

Volunteerism: We foster an active, service-oriented spirit where our residents can generously give of their time, talents, and resources for the betterment of our community.

Safety: We actively work to ensure a safe environment for our residents to live and work.

Accessible: We seek to be available, respectful, and courteous to our residents, while providing consistent and up-to-date information from our City officials.

STRATEGIC GOALS

Encourage Wise Economic Growth

- Continue to actively recruit businesses and clean industry that add to the economic well-being of our residents and are conducive to sustaining our quality of life
- Support current businesses while further promoting a business-friendly community
- Build on partnerships between the City, businesses, industries, religious organizations and educational institutions
- Further expand support services and online information for relocation and conducting business in Cedar City
- Continue to enhance, market, and promote our community and the numerous cultural, tourism, festival, educational, and event opportunities that we offer

Enhance Citizens' Quality of Life

- Encourage City-wide beautification and personal accountability in neighborhoods and business areas
- Continue developing and promoting educational, recreational, cultural, and artistic endeavors for residents and visitors
- Review and revise the City's Emergency Response Plan
- Encourage public/private/religious partnerships for community services
- Promote sustainable practices to maintain valued resources
- Improve transparency, accountability, and communication between the City officials, staff and our citizens
- Continue to provide quality public-safety services that are responsive to community needs

Improve Public Infrastructure

- Continue to follow our infrastructure master plans and infrastructure maintenance programs while utilizing sound planning tools and conservative financial budgeting
- Explore alternative methods for providing the best public infrastructure, including using a "concentric growth" pattern, being more pedestrian friendly, and ADA accessible
- Seek methods to stabilize the local water aquifer including, but not limited to, water conservation, surface water storage, and additional water resource development
- Effectively use City development plans and codes
- Develop long-term facilities and vehicle fleet maintenance programs
- Review and revise all City infrastructure/facilities master plans as necessary
- Encourage development of competitive broadband options from multiple private providers at affordable price points to the benefit of both residents and businesses

Ensure Financial Security

- Maintain a healthy bond rating and prudent debt levels
- Strengthen the business community to enhance sales tax revenue while exploring other revenue sources

- Maintain a City service rate structure that reflects efficient operations, replacement needs, and future expansion
- Explore additional methods to provide a more efficient Cedar City service delivery system
- Continue prudent financial budgeting practices
- Establish a long term maintenance and replacement schedule of Cedar City Corporation assets
- Follow practice of only building facilities that our community can financially sustain

Foster Community Engagement

- Continue to provide and expand programs which involve and integrate public safety officials into our community
- Further promote the numerous volunteer opportunities available in our community as a way to provide additional services to our residents
- Enhance and foster the public/private relationship in our community for better communication and service delivery
- Maintain code compliance efforts by educating our residents and property owners to take personal responsibility in their neighborhoods and businesses

Please send questions or comments to: strategicplan@cedarcity.org

Strategic Plan City Department/Division Goals FY 2015-2016

Airport

- Implement the Airport Master Plan. Ensure capital improvements occur as scheduled. Purchase required safety and security equipment to maintain enhance our certification status.
- Develop a market that will provide enough air travelers so we can maintain our standing as a primary entitlement airport. Increase enplanements by at least 1000 per year to guarantee quality air service and to gain independence from the Essential Air Service Subsidy, eventually qualifying for Regional Jet service.
- Expand the BLM/Forest Service/National Park Service joint use Air Tanker Base to include an additional five acres of land and improvements.

Animal Control

- Effectively and professionally serve the public and their domestic pets.
- Provide better accessibility for the citizens to the services of the Animal Control Department and Facility.
- Improve the aesthetics, maintenance, and functionality of the Animal Control Facility.

Aquatic Center

- Exceed budgeted revenue for Center by 5%.
- Keep operation expenses 5% below budgeted amount.
- Develop and implement a marketing plan to increase overall memberships by 10%, and room rentals by an average of two per week.
- Evaluate energy efficiency opportunities for the Center.

CATS

- Recommend and encourage public transportation services to public school and university students, low-income and minority families, elderly and disabled individuals, those with special needs, human service agencies, and anyone needing public transportation.

- Purchase and install bus stop signs that are more visible to the public.

Cross Hollow Arenas

- Evaluate current marketing strategy and fee schedule in order to enhance revenue/cost position of Complex.
- Evaluate cost to light and pave parking areas.

Economic Development

- Collaborate with key state partners including the Governor's Office of Economic Development (GOED), EDCUtah, and the Utah Alliance for Economic Development to build relationships and align local economic development strategies.
- Work in conjunction with Port 15 Utah and other properties to determine the best options for future development of rail.
- Work closely with the Southern Utah Manufacturers' Association and local manufacturing and industrial companies to address current concerns and to explore options for expansion in Cedar City.
- Continue to recruit renewable energy projects at annual solar, wind and alternative energy fairs and conferences. Finalize incentive packages for new solar projects.
- Focus efforts on improving and revitalizing the historic downtown, including the corridor between Main Street and the new Beverley Taylor Sorenson Center for the Arts.
- Continue efforts to attract greater retail/commercial opportunities while supporting existing businesses.
- Continue implementation of Cedar City Official Branding and Identity Style Guide.
- Update the Cedar City billboards on northbound and southbound Interstate 15.
- Continue to recruit events that will enhance the "shoulder" seasons for tourism.

Engineering

- Continue with the implementation of the Geographic Information System (GIS).
- Oversee all City infrastructure improvements insuring conformance to City Engineering Standards and the highest quality product.

- Provide Engineering support to other City Departments to facilitate the accomplishment of their annual capital improvement goals
- Control contractor initiated change orders on all capital projects to less than 3% of project constructions bid amounts.
- Provide timely response and support to citizens, elected officials and city staff.

Fire

- Reduce the out-the-door response times by 90% with the existing personnel and meet the "NFPA 1720 Standard for the organization and deployment of fire suppression operations...to the public by volunteer fire departments."
- The department will maintain the community's ISO Class 4 Rating. Evaluate the requirements that would allow a Class 3 Rating.
- The Fire Department will promote higher education and learning at all levels of the fire service through ongoing training and certification.

Fleet Maintenance

- Develop and implement City-wide fleet management system by developing criteria for purchasing, servicing and disposing of vehicles and equipment.

Golf Course

- Continue to improve golf course aesthetics to make the golf course more playable and to attract more local and visiting golfers.
- Continue to expand the junior golf program and work on growing the number of women golfers in our leagues.
- Continue to promote Cedar Ridge as a fun recreational opportunity in the community.
- Complete irrigation master plan and implement first phase of plan.

Heritage Theatre and Festival Hall

- Provide an affordable and technically superior home for local arts groups who otherwise would not have access to such a facility.

- Review current marketing strategy in order to increase revenue-generating events.
- Plan and implement a maintenance and renovation plan as budget allows.

Legal

- The legal department will strive to provide services to all Cedar City operations in a professional, timely, and accurate manner.
- Through the provision of these services the legal department will assist the City's decision-makers as they strive to serve Cedar City, its citizens, and our guests.

Library

- Implement RFID and self-checkout processes at the Library.
- Establish a replacement/repair schedule for the Library.

Parks & Outdoor Facilities Division

- Pursue updated master plan for parks, recreation and open spaces, including recreation facilities, new parks, open spaces and trails.
- Evaluate:
 1. Possible locations for "smart controllers" for irrigation systems
 2. Main Street Park tree replacement
 3. Synthetic turf applications
- Follow the Cedar City Facilities asphalt maintenance plan schedule – Parking lot sealing and striping.
- Hills Recreation Complex – Renovate fields by bringing the outfield grass 10' into the infield.
- Cedar City Cemetery
 1. Plant new trees at Plat "H."
 2. Build new office on corner, and remove old office/shop.
 3. Evaluate cremation memorial.

Police

- Partner with the community to enhance the quality of life and resolve neighborhood concerns
- Establish a working environment that encourages effective management, teamwork, empowerment, communication and professional development.

- Utilize resources efficiently and effectively in preventing and suppressing criminal activity and enforcement of traffic rules and regulations.
- Foster a dynamic organization that utilizes leading-edge technology and methods in enhancing community policing.
- Enhance external and internal communication.

Recreation

- Through participant contact (possible survey), define and offer programs that would enhance community recreation for youth and adults.
- Keep the number of participants at a level that enables us to run a quality program.
- Enhance programs through increased training for and communication with staff, volunteers and participants.

Solid Waste

- Provide timely garbage pick-up service.
- Maintain a positive, customer-friendly attitude with citizens.
- Respond in a timely way to can-repair requests, and determine if cans should be replaced or repaired.
- Evaluate opportunities to provide more efficient service and cost saving.
- Discuss with Iron County officials landfill items.

Storm Drain

- Continue annual maintenance program of City-operated storm drain facilities.
- Continue to make necessary repairs on all retention and flood channels throughout the City.

Street Division

- Provide timely snow removal with functional equipment.
- Keep up with established seven-year street maintenance program.

- Keep up with pothole and water leak hole repairs.
- Continue to replace/repair curb, gutter and sidewalk problems as determined by priorities and funding to make community more ADA accessible.
- Keep Spring Clean-Up within a three-week period.
- Keep up with traffic and street sign replacement.

Wastewater Collections

- Prevent excessive expenditures in claims and legal fees due to backups by providing immediate, professional and efficient service.
- Complete the required preventive maintenance (cleaning and video recording) of the sewer lines and lift stations according to schedule.
- Continue line-replacement program according to priority list.
- Evaluate extending the 4500 West line to relieve other infrastructure.

Wastewater Treatment Plant

- Provide quality service at the best possible costs while meeting Federal and State requirements.
- Bring new nitrate mitigation process to optimal operation.
- Evaluate opportunities for effluent water use.

Water Division

- Install a new water line down Coal Creek Road from Main Street to 300 West.
- Change over the Water Division's SCADA system to match the Waste Water Treatment Plant and Sewer Collections.
- Start the moving and re-drilling of Quichapa Well #1.
- Complete 200 West water line replacement project – 400 North to Coal Creek.
- Continue dialogue with Water Conservancy District regarding connecting water systems.